Alabama
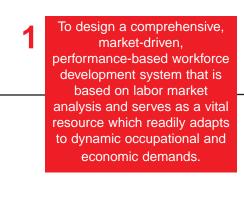# Workforce Development System
2005 Strategic Plan
Executive Summary

Goals

Related Strategies

Initiatives (Lead Agencies)

Mission

Mission Statement

The mission of Alabama workforce development is to provide a market-driven system that delivers services to customers using an innovative and comprehensive approach. We will provide employers with a prepared workforce which enhances the state's economic development and quality of life.

1 To design a comprehensive, market-driven, performance-based workforce development system that is based on labor market analysis and serves as a vital resource which readily adapts to dynamic occupational and economic demands.

1.1 Obtain and utilize good information on workforce development needs, trends, and issues at state and regional levels.

1.1.1 Appoint LMI Task Force to determine needed/available information. (PC)
1.1.2 Regionalize Labor Market Information. (DIR)
1.1.3. Review Alabama Manufacturers Association Workforce Survey. (PC)
1.1.4. Review Existing business and Industry Commission recommendations. (PC)
1.1.5. Review AFL-CIO Reports on Alabama Workforce Needs. (PC)
1.1.6. Review Syncronist data. (ADO/All)
1.1.7. Review related national literature and research-based best practices. (PC)
1.1.8. Implement Census Bureau Local Employment Dynamics (LED) program. (DIR)
1.1.9. Review Alabama Development Office's list of new and expanding industries. (PC)
1.1.10. Establish Workforce Development Regional Advisory Councils. (OWD)
1.1.11. Obtain information on perceived local trends, issues, and needs from Regional Advisory Councils. (OWD)
1.1.12. Secure input on perceived trends, issues, and needs from state and local workforce boards. (OWD)
1.1.13. Convene job forecasting conference and publish results. (OWD)
1.1.14. Conduct state summit on one service sector and one manufacturing sector high-growth,high-demand industry to assess needs and develop related action plans. (OWD/All)
1.1.15. Establish state and regional lists of high-growth, high-demand occupations/occupational clusters and related skill sets. (OWD/DIR)
1.1.16. Establish communication network among state agencies, workforce boards and regional councils related to labor market information. (OWD/All)

2 To design and implement organizational structures and programs based on best practices.

2.1. Define roles, relationships and responsibilities of major workforce development partners at federal, state, and local levels.

2.1.1. Review literature on best practices in state organizational structures. (PC)
2.1.2. Develop, adopt, and disseminate organizational structure and written description of roles, relationships, and responsibilities of major work force development partners. (OWD)

2.2. Review and apply best practices in organizational and program design and development.

2.2.1. Review research and best practices literature, attend appropriate professional development conferences, engage in appropriate national groups related to applying best practices to program design and development. (All)
2.2.2. Design, implement, and evaluate programs and activities based on inputs from 2.2.1. (All)

3 To fully integrate a workforce development system that unites Alabama's education services, employment services, and economic development resources into a streamlined delivery system.

3.1 Design and develop structures that enhance integration of the workforce development system.

3.1. Develop the Workforce Development Planning Council as a collaborative entity to write comprehensive state strategic plan based on input from workforce boards and other appropriate constituencies. (OWD/All)
3.2. Establish MIS/IT Task Force to study and recommend IT systems that enhance appropriate information sharing, efficiency, and effectiveness among workforce partners. (OWD)
3.3. Continue and enhance work of One-Stop Career Center Integration Committee. (All)
3.4. Continue and enhance cross-training of Career Center personnel. (All)
3.5. Continue and expand co-location and integration of Career Center agencies at One-Stops. (All)
3.6. Continue and expand application of State Workforce Board Best Practices Template for One-Stop Career Centers. (OWD)
3.7. Continue and expand direct communication/integration among K-12/Career Tech, postsecondary, business and industry, Office of Workforce Development and other major workforce partners.
3.8. Develop and implement a statewide articulation agreement between K-12/Career Tech and two-year colleges. (SDE/DPE)
3.9. Work with State Board of Education and Superintendent to develop criteria and implement a technical diploma for high school graduates. (SDE)
3.10. Develop and pilot a career/technical dual enrollment program between K-12 and postsecondary schools. (SDE/DPE)
3.11. Provide professional development experiences for secondary and postsecondary school counselors related to career opportunities for the new gray-collar technician. (SDE/DPE/OWD)

Goals
(continued)

Related Strategies
(continued)

Initiatives (Lead Agencies)
(continued)

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4 To become a recognized leader and partner in economic development by providing employers with valuable services which enhance their opportunities for growth and by providing job seekers with education, training, and related services which enhance their employability.

Guiding Principles

The Alabama workforce Development System shall be characterized by:

Leadership at all levels

Collaboration

Respect

Accountability

Focus on the future

Market-driven and customer-oriented approaches.

4.1. Develop and implement programs for workers in distress.

4.1.1. Implement ongoing Dislocated Worker program in compliance with Department of Labor guidelines. (OWD)
4.1.2. Implement ongoing Rapid Response Team program for workers affected by closings/layoffs in compliance with Department of Labor guidelines. (OWD/DIR)
4.1.3. Implement ongoing employment services, unemployment insurance and workman's compensation programs in compliance with Department Industrial Relations guidelines. (DIR)
4.1.4. Implement ongoing Trade Adjustment Assistance in compliance with Department of Labor guidelines. (DIR)
4.1.5. Implement ongoing Temporary Assistance to Needy Families workforce training programs in compliance with Department of Human Resources guidelines.(DHR)
4.1.6. Implement ongoing programs for training, retraining, and providing workplace accommodations for workers with disabilities in compliance with Department of Rehabilitation guidelines. (Rehab)
4.1.7. Review WIA/SDE youth programs and determine priorities for in-school and out-of-school youth. (WIBs/OWD/SDE/DPE)
4.1.8. Develop special initiatives for economically distressed areas. (OWD/All)
4.1.9. Develop and implement a coordinated plan for workers in distress as a result of Hurricane Ivan and other natural disasters. (DIR/OWD/All)

4.2. Develop and implement programs to enhance competitiveness of employers and promote economic development.

4.2.1. Implement ongoing Incumbent Worker Training Program in compliance with OWD guidelines. (OWD/ATN)
4.2.2. Implement ongoing Training for Business and Industry Programs in compliance with Department of Postsecondary Education guidelines. (SDE)
4.2.3. Implement ongoing Career/Tech programs in compliance with State Department of Education guidelines. (SDE)
4.2.4. Develop and expand Focused Industry Training in compliance with Department of Postsecondary Education guidelines. (DPE/AIDT/OWD)
4.2.5. Develop and expand programs to recruit, screen, and train employees for new and expanding businesses and industries in compliance with AIDT guidelines. (AIDT)
4.2.6. Integrate the Alabama Technology Network into the Workforce Development System to provide services that meet documented needs of existing businesses and industries. (DPE/ATN)
4.2.7. Develop Regional Centers of Excellence in Workforce Education and Training to meet the documented workforce needs of regional high-growth industry clusters including maritime industries in the Mobile region and aviation technicians in southeast Alabama. (All)
4.2.8. Develop an interagency Quick Response Task Force to assess needs and design programs which require a rapid, innovative response to a nontraditional workforce crisis or opportunity. (OWD/DPE/AIDT/All)
4.2.9. Maintain industry certification of all secondary career/tech programs. (SDE)
4.2.10. Seek industry certification of all postsecondary technical programs. (DPE/All)
4.2.11. Expand use of WorkKeys or other certification tools for entry-level diagnosis and exit-level certification of workforce education, training and placement programs. (OWD/All)
4.2.12. Using the job of industrial maintenance technician, develop a model articulated recruitment, education, training and placement program. (SDE/All)
4.2.13. Establish Task Force on Work Ethics to determine best practices and develop programs/activities for teaching work maturity behaviors to youth and adults. (OWD/All)
4.2.14. Develop and implement a plan to assist small businesses through a business services approach to Career Center programs.(DIR/All)

4.3. More closely align programs and activities of the economic development and workforce development communities.

4.3.1. Conduct two sessions of the Department of Labor developed workshops on linking economic and workforce development for 100 leaders in respective fields. (OWD/ADO/EDAA)
4.3.2. Incorporate Location Quotient data into Labor Market Information and conduct regional workshops on appropriate usage. (DIR/OWD/ADO)
4.3.3. Assist Regional Councils in aligning regional economic development and workforce development plans. (OWD/All)

4.4. Secure appropriate external funding.

4.4.1. Expand role of Office of Workforce Development External Funds Task Force to monitor external funding opportunities and assist with development of proposals. (OWD/All)

4.5. Maintain accountability.

4.5.1. Meet or exceed all performance measures as established by Department of Labor for Workforce Investment Act programs. (OWD/All)
4.5.2. Adopt and monitor achievement of performance standards/benchmarks for other (non-WIA) workforce development programs and activities. (All)
4.5.3. Expend all funds in compliance with legal, ethical, fiscal, and programmatic requirements. (All)
4.5.4. Prepare and disseminate an annual Report on Workforce Development System initiatives, achievements, and outcomes. (OWD/All)

4.6. Simplify processes.

4.6.1. Establish Task Force to review system processes/procedures to ensure simplicity/user friendliness to the greatest extent possible. (OWD/All)

5 To establish a comprehensive marketing plan which communicates the enhanced services that the Workforce Development System provides the state's employers and employees.

5.1 Constitute an inter-agency marketing team to develop comprehensive program.

5.1.1 Bring together media and public relations personnel from partners and from State WIB committee. (OWD/All)
5.1.2. Determine various workforce development audiences and related messages. (OWD/All)
5.1.3. Determine appropriate media by which to best deliver messages to various audiences/stakeholders. (OWD/All)
5.1.4. Determine resources needed /available. (OWD/All)
5.1.5. Implement marketing plan as resources allow. (OWD/All)
5.1.6. Award contract for statewide marketing campaign for One-Stop Career Centers with employers as the primary audience.(State WIB/OWD)

ABBREVIATIONS:

ADO	*Alabama Development Office*
AIDT	*Alabama Industrial Development Training*
ATN	*Alabama Technology Network*
DHR	*Department of Human Resources*
DIR	*Department of Industrial Relations*
DOL	*Department of Labor*
DPE	*Department of Postsecondary Education*
EDAA	*Economic Development Association of Alabama*
OWD	*Office of Workforce Development*
PC	*Planning Council*
REHAB	*Department of Rehabilitation Services*
SDE	*State Department of Education*
WIA	*Workforce Investment Act*
WIB	*Workforce Investment Board*